



# *Kentucky Department of Military Affairs*

## *Strategic Plan — FY 2002 - 2006*

### **Executive Summary and Statement of Alignment:**

The Kentucky Department of Military Affairs and the Kentucky Army and Air National Guard has and will continue to have only one goal – readiness. As the Army and Air National Guard, we strive to be fully manned, trained and equipped to respond to and accomplish any assigned state or federal missions. We stand ready to defend the lives and property of the citizens of the Commonwealth of Kentucky and to defend the nation. As the Department of Military Affairs (DMA), our primary mission is to be ready to respond to the needs of the citizens through the Division of Emergency Management (KyEM) and assist other state agencies. KyEM's role is to plan for, train for, mitigate and coordinate the response to any natural or man made disaster or emergency. Our various other divisions serve primarily a support role to the Guard and provide management and administrative services to DMA overall.

Across the entire organization we stand ready to support the citizens of the Commonwealth. By maintaining our Guard strength, we promote economic development by providing nearly 10,000 part time jobs in 47 communities across the state. Every Guard member in good standing not only has the opportunity for many varied military training and schools but also for free college tuition. Jobs and educational opportunities must certainly support the building of self-sustaining families. Through the judicious application of technology and process improvements we strive to become more efficient and effective at accomplishing the people's business. We are dedicated to providing the best statewide 911 forces for the taxpayer's dollar. Bluegrass Station seeks to bring jobs to Kentucky by offering space for lease in an Army Depot turned business park. The Logistics Operations Center at Bluegrass Station also provides direct input into the state's economy by providing jobs as it collects, stores and distributes uniforms and equipment parts to Reserve Component Soldiers across the nation.

Our Youth Challenge Program and Drug Demand Reduction Program support community-based organizations while our Counter Drug Interdiction and Eradication Program supports law enforcement agencies across the state. All support the reduction of crime in Kentucky and its cost to society.

### **CORE VALUES:**

#### ***Integrity and Honesty:***

We adhere to the highest standards of personal conduct and have the conviction to do what is right legally and morally. We practice open truthful communications.

#### ***Commitment and Dedication:***

We are committed to our soldiers, airmen, civilians and their families. We treat one another with dignity and respect while promoting and sustaining the highest standards of honesty and trust.

***Loyalty:***

We bear true faith and allegiance to the United States Constitution and the Commonwealth while respecting the rights of those we serve.

***Selfless Service:***

We put the welfare of the nation and the commonwealth first.

***Excellence:***

Our commitment to excellence is evident in all our services, processes and relationships. Excellence serves as our standard of performance.

**VISION:**

We are the best National Guard and Department of Military Affairs. We are dedicated to fight for, protect and defend America while serving the citizens of the Commonwealth of Kentucky. Our internal agencies provide nationally recognized services.

**MISSION:**

Provide highly trained, appropriately resourced and properly equipped professionals and unique services required to successfully meet state and federal missions worldwide.

**Goals, Objectives, and Performances:****1. Readiness (Goal)**

Readiness is the one and only goal of the Department of Military Affairs, the Kentucky Army and Air National Guard. It means readiness to accomplish militarily both the state and federal missions of the Guard and readiness of the state agencies such as Emergency Management to perform their important functions before, during and after a disaster or emergency.

**1.1. Recruiting & Retention (Objective)**

Recruiting and retention of the force is the paramount issue. The mission can not be accomplished without trained personnel necessary to perform the required tasks. Retention is critical to our success as an organization. It is much more effective to keep an existing soldier or employee on board and performing to standard than it is to recruit and train a new individual for that position. We must find balance.

**1.1.a. M-Day National Guard Strength (Performance Measures)**

- Recruiting and Retention of Guard Members meets National Guard Bureau (NGB) established End Strength Goal annually.
- Army National Guard (NG) - 65% of Non Prior Service accessions category I-IIIa.
- Army NG Recruiters meet 80% of assigned goal
- Army NG Increase retention rates by 3% each year to a level of 85% by 2006.
- Army NG Separate no more than 15% of soldiers annually for non-retirement reasons

- Air NG separate no more than 9% of airmen annually
- Air NG Enlists / appoint 15 individuals each month (180 per year)

**1.1.b. Full Time National Guard Strength (Performance Measures)**

- Maintain 100% fill of authorized positions annually
- Separate no more than 5% each year for non-retirement reasons

**1.1.c. Department of Military Affairs (State Employee) Strength (Performance Measures)**

- Maintain 95% fill of authorized state positions annually
- Separate no more than 5% each year for non-retirement reasons
- Conduct 100% one on one, confidential exit interviews with all state employees who leave the Department to be used by management as a diagnostic tool for reducing turnover

**1.1.d. Drill Attendance Level (Performance Measures)**

- Reduce unexcused absences of NG members for Inactive Duty for Training (IDT / "Drill") and Annual Training (AT) to 5% or less annually.

**1.1.e. Force Structure and Stationing (Performance Measures) -**

- All Army NG units meet the standards of Army Regulation (AR) 220-1 personnel requirements within two years of activation, conversion or re-stationing and continue to meet or exceed requirements
- Provide annual assessment of unit status and armory suitability for current and future missions to Adjutant General's Advisory Group

**1.2. Facilities Stabilization & Modernization (Objective)**

**1.2.a. Airport Modernization (Performance Measures) -**

- Make application for Federal Aviation Administration funding
- Ensure projects included in Department's 6-year plan
- Seek Congressional Delegation support for Federal Funding
- Seek Inclusion projects in Governor's Budget submission
- Provide an annual assessment of progress to the Adjutant General's Advisory Group

NOTE: The success of this initiative will depend upon federal and state funding.

The Capital City Airport is unique to state government. It is one of the few state-operated airports in the Commonwealth. It provides aviation services to state government and is the primary aviation hub for the Army National Guard in Kentucky.

The Capital City Airport Modernization Program seeks to take advantage of federal funding opportunities to upgrade the airport infrastructure and enhance its safety and operational capability. These federally funded improvements, in conjunction with other state-funded construction, will make the Capital City Airport viable, safe and efficient for years to come. The Program will consist of several independent phases.

**Phase F-I** will be the overlay and strengthening of the runway and taxiway to accommodate heavier aircraft such as the Kentucky Air National Guard's C-130 H cargo/transport planes. (Federal - \$1,265,000 State \$141,000) — Contingent on federal funding.

**Phase F-II** will extend the existing runway and taxiway of 5,000 feet to 5,800 feet. (Federal - \$1,712,000 State \$190,000) — Contingent on federal funding.

**Phase F-III** will install global positioning systems and providing a precision approach to the airport (Federal - \$464,152 State \$51,575) — Contingent on federal funding.

There are a number of state funded initiatives that will also need to be pursued in order to fully implement the modernization.

**Phase S-I** will construct a new terminal building and adjoining hangar. The existing terminal was built in 1955 and last remodeled in 1978. (State \$4,500,000)

**Phase S-II** will increase the apron space available at the airport by 45,000 square feet. (State \$100,000)

**Phase S-III** will construct 9 additional t-hangars completing the hangar project started in 1998. (State \$250,000)

**Phase S-IV** will construct a service road from the fixed base operations (FBO) and terminal area to the new t-hangars. The land necessary for the service road construction has already been acquired. (State \$500,000)

**Phase S-V** will install security fencing to replace the farm style fence along the southeast and southwest sides of airport to increase safety and restrict wildlife access to the runway. (State \$200,000)

The modernization effort is estimated to take at least 5 years to complete assuming federal and state funding. Failure to modernize the airport infrastructure will eventually render it inoperable to all but the smallest of private aircraft and significantly impact state government's aviation activities used in the conduct of normal business operations as well as hampering local enterprises that use the facility for freight hauling.

#### **1.2.b. Facilities Major and Minor Maintenance Backlog. (Performance Measures)**

- Reduce DMA Facilities Division's Major and Minor Maintenance backlog of approved work orders by 10% annually.
- Conduct annual assessment of progress and report results to the Adjutant General's Advisory Group

NOTE: The success of this initiative will depend upon federal and state funding.

Seek support from the Governor to include in a future budget cycle monies from bonds to fund the maintenance and repair projects that are currently deferred due to insufficient funding.

By July 2002, it is estimated that \$16 million will be needed over a 6-year period to eliminate the Department's current backlog of these type work requests. These deferred maintenance and repair projects include work such as electrical upgrades for buildings that do not have grounded systems. This is a safety concern for the employees and citizens that occupy these buildings. These type projects are also acknowledging a concern for the preservation of property due to the high risk of electrical fire. These projects also include HVAC (heating,

ventilation, and Air Conditioning) upgrades to buildings that have original steam or hot water boilers, piping and radiators for heat and window air conditioners for cooling. These type projects will pay for themselves over a period of time in energy savings and less repairs to the old system. Also included are plumbing, lighting, flooring and ceiling system replacements, roof and gutter replacements, asphalt repair and overlay, tuck pointing and sealing, caulking and painting, plumbing, electric and gas service replacements. These projects do not include expansions, additions or projects for the American Disabilities Act.

The Department of Military Affairs is responsible for the maintenance and repair of real property with a value of more than \$147 million located on 8,313 acres owned by the Commonwealth and 1,495 additional leased acres. The DMA is responsible for the maintenance and upkeep for 397 buildings throughout the Commonwealth of Kentucky. These buildings and grounds are maintained currently with \$950,000 annually through the Major Maintenance Pool and approximately \$600,000 operating maintenance funds. To put this in perspective the phase C construction cost estimate for the Ashland Armory HVAC Upgrade is \$580,000. This project would take well over 50% of the Maintenance Pool for the whole year. Considering the cost of these Major Maintenance projects and the funds allotted for the Department we will never be able to catch up without an initiative such as this. The age of buildings under this Department range from 13 buildings over 50 years old and 47 buildings 25 years old or older.

Approximately \$2 million would be dedicated for smaller projects that could be contracted and/or executed in-house under the small purchase regulations. Lack of proper funding for maintenance and repair will result in further deterioration of these buildings therefore possibly creating unsafe working conditions. This could also limit public utilization of these buildings as well as impact the Guards ability to train and prepare for State and Federal missions.

#### **1.2.c. State Emergency Operations Center Addition (Performance Measures)**

- Ensure project is included in DMA 6 year plan submission
- Seek federal funding
- Seek inclusion of state funding in Governor's budget request
- Provide annual status report to the Adjutant General's Advisory Group until project completion.

NOTE: The success of this initiative will depend upon federal and state funding.

The 20,622 square foot addition will be designed to support government's response to emergencies and disasters. The new wing to an existing two-story building will include office space for KyEM and an operations room to accommodate representatives of state and federal agencies and volunteer organizations. The cost for the expansion is estimated at \$5,051,000. At this time there is no known federal participation in this cost.

The Division of Emergency Management, Department of Military Affairs is responsible for coordinating the response to emergencies and disasters within the Commonwealth. The EOC (occupied in 1974) has not been expanded/upgraded to accommodate the additional personnel and technology for day-to-day operations or during a major disaster.

Expectations of elected officials, the public and the media for timely, effective and efficient government response to emergencies resulting from all hazards have continued to increase. Requirements for performance in delivery of assistance to people and communities

affected by disasters, in management and distribution of emergency information and in recovery from the effects of these events have expanded accordingly.

The Division has been tasked to take on additional responsibilities for coordinating the response of state, local and private organizations as well as coordination with federal agencies involved in response and recovery. Coordination with federal agencies has expanded to include Federal Emergency Management Agency, US Department of Defense, US Department of Transportation, US Department of Energy, US Environmental Protection Agency, US Public Health Service, and others as new and expanding preparedness programs (such as Weapons of Mass Destruction) have been emphasized.

New and expanded programs include the Chemical Stockpile Emergency Preparedness Program (CSEPP) which is operated by FEMA and the Department of the Army, the Emergency Preparedness and Community Right to Know Act (U. S. EPA), WMD/Terrorism programs (U. S. DOJ, DOD, PHS, FEMA and other federal agencies), preparedness activities and operational requirements related to transportation of radiological wastes and related materials (U. S. DOE and DOT) and others.

Emergency Management core staff has grown to 52 personnel to administer the programs discussed above with no increase in space. Most programs are administered off site, in temporary/leased facilities. This would take some two years from the funding date to complete and occupy.

#### **1.2.d. Wendell H. Ford Regional Training Center, Greenville (Performance Measures)**

- Seek continuing resources towards master construction plan completion
- Complete Annual Assessment of facility use, status, and current capabilities versus future KYNG Training Needs
- Provide annual assessment to Adjutant General's Advisory Group
- Modify WHFRTC master plan as necessary to meet projected training needs of KYNG
- Continually monitor opportunities to expand maneuver space as needed

NOTE: The success of this initiative will depend upon federal and state funding.

#### **1.2.e. Bluegrass Station Infrastructure Renovation (Performance Measures)**

- Ensure projects are included in Department's 6-year plan submission
- Seek inclusion in Governor's budget request
- Report progress annually to Adjutant General's Advisory Group

NOTE: The success of this initiative will depend upon federal and state funding.

Bluegrass Station, to survive, must replace roofs on ten buildings, re-pave 17 miles of roads and 24 acres of parking lots, and upgrade water/sewer and electrical systems. This will require a one-time bond issue in the amount of \$12,000,000 with an additional \$3,000,000 coming from Bluegrass Station agency receipts of \$500,000.00 per year for six years.

Bluegrass Station (BGS) is a success story. For the past six and a half years, approximately 35 state employees of the BGS Division, Department of Military Affairs, have provided facility management that continues to accomplish BGS's mission - retaining and creating employment by leasing its buildings and property to a variety of businesses. BGS has accomplished this strictly with agency receipts, except for an initial \$1 million Economic

Development Bond for capital expenditures and a \$700,000.00 appropriation by the General Assembly over the first biennium for startup operating expenses.

BGS can quantify its successes by noting its current base of 50 tenants and occupants who employ over 1,300 persons fulltime. These tenants utilize 1,869,748 square feet of space and/or 220 acres, which is 88% of the total space available for lease. Financially, this translates into an annual gross payroll of \$54 million that produces wholesale and retail sales and purchases; state, local, and school taxes; and indirect jobs and new businesses. Payroll taxes to the Lexington-Fayette Urban County Government alone produces \$1.35 million annually. State government receives more than \$3.5 million per year in taxes.

All BGS buildings are circa 1940's – 1950's. The Army performed very little serious maintenance after 1985. The Army's last recorded roof replacement was for Building 221 in 1982, but even that required major repair work in 1996, which cost BGS \$185,000.00. BGS expended \$102,553.00 on roof repairs alone in the year 2000, consisting of 61 repair jobs on 19 buildings by 4 outside contractors, not including work performed by BGS Division staff. BGS spent \$37,061.00 on repairs to the water and sewer lines in the year 2000.

From an Economic Development perspective, BGS is performing its mission and meeting the goals originally set for job creation and retention. However, without the \$15,000,000.00 funding, which could be phased over 3 biennia, we predict in 8 to 10 years BGS will have lost 45 of its tenants and almost 1,200 of the 1,300 employees that work for these tenants. This loss will occur over a period of several years as the infrastructure and buildings continue to deteriorate.

#### **1.2.f. Future Facilities Infrastructure (Performance Measures)**

- Reduce average age of National Guard Armories to 20 years old
- Complete comprehensive review of existing facilities and future needs by July 2002
- Create and revise master plan, 6-Year Plan and other documents as necessary
- Present current and future needs assessment to Adjutant General's Advisory Group by September 2002
- Review and update current and future facilities needs assessment annually and provide to Adjutant General's Advisory Group

NOTE: The success of this initiative will depend upon federal and state funding.

The facilities infrastructure initiative will fully modernize and expand the facilities infrastructure of the Department of Military Affairs. This initiative will build upon the existing infrastructure while modernizing to provide premier training and support capability. Success will be measured by the average age of buildings. As an example the current average age of National Guard Armories is 27.75 years.

**Phase I** involves a complete review of existing facilities, examining physical conditions, age and life expectancy, type of use, current energy use and maintenance logs. This phase will also involve the review of the future force structure and requirements to determine if existing infrastructure will meet the required standards. The result of this phase will be a master plan that will contain viable plans to meet the requirements to support the

future force structure, a timetable for replacement of existing facilities and necessary updates to ensure safe adequate facilities.

**Phase II** incorporates data obtained in Phase I into programmed budgets. (DD Form 1390/91 for Federal, 6 Year Plan for Kentucky and other budgeting processes)

**Phase III** involves lobbying for Congressional and Legislative approval of budget requests, updating scopes and budgets as required to maintain current estimates.

**Phase IV** is design phase. Once approval of funding is forwarded, building program is updated, Architect / Engineer is hired to complete design and prepare bid documents.

**Phase V** is construction phase. Includes: solicitation of bids, awarding of contract, construction, commissioning of building and closeout of project documents.

**Phase VI** is post construction. This involves annual inspections, scheduled preventative maintenance, monitoring of energy usage and scheduling of facility component replacement during life cycle maintenance analysis.

The entire facility infrastructure for the Department of Military Affairs is an aging group of buildings with an average age of 25 years. The oldest was built in 1931 and the newest was accepted in 2001. Most of the buildings are not built to meet the requirements of today's or the future force structure. Many of the facilities can not be expanded because they are landlocked by development. Often these buildings have inefficient envelopes and outdated mechanical / electrical systems which are wasting precious energy funds. Many of these facilities are failing to meet current safety standards due to changing code requirements, and increasing maintenance needs that are unfulfilled because of lack of adequate manpower and funding to repair. The infrastructure is in dire need of a comprehensive assessment and program to address the limitations and replace or repair the facilities as needed.

This initiative will last the projected life of the facilities. It will take approximately 12 months to complete the phases I and II (requirements & programming). Phase III (funding) can take 6 months or more depending on funding cycles. Upon receipt of funding, Phase IV (design) takes an average of 12 months or less. Phase V (construction) typically is 6 to 12 months. Phase VI (post construction) will continue the life span of the facility or about 50 years. Failure to make the required upgrades of facilities will degrade training opportunities, result in safety concerns, and significantly impact the ability to support the mission of Department of Military Affairs.

### **1.3. Technology and Efficiency (Objective)**

#### **1.3.a. Increase Use of Distance Learning (Performance Measures)**

- Conduct 25% of Army NG Military Occupational Specialty Qualification and Non Commissioned Officer development courses using distance learning by 2006

#### **1.3.b. Reliability of Network Infrastructure (Performance Measures)**

- Ensure network infrastructure and resources are operational 99.995% of scheduled up-time

#### **1.3.c. Departmental Systems Security Modernization (Performance Measures)**

- Analysis of Existing Applications and Interfaces complete by October 2002
- Create Customer Access Matrix by October 2002



- Create Customer Demand and Facilities Modification Presentation by March 2003
- Develop Project and Solution Set Plan by July 2003
- Back Brief of Resource Requirements Plan by August 2003
- Systems and Facilities Modification Implementation Plan Complete by January 2004
- Presentation of the Implementation Plan and Integration into Organizational Business Plans begins by February 2004
- Software Re-engineering and Device Deployment Begins March 2004 and complete by July 2005

All Systems, devices and infrastructure within the department must undergo a substantial upgrade to meet the security and performance requirements within the next five years. Specifically we will be in the process of implementing Public Key Infrastructure to accomplish secure transactions between our customers and our providers. All of our systems will require forward engineering and database modification to provide the level of security required. Our existing applications will require substantial modification and re-engineering. We project a variety of implementation techniques and tools will be required to meet the security requirements for PKI (Public Key Infrastructure). These may include biometrics, facility modifications, and deployment of specifically designed employee identification badges such as the Department of Defense's Common Access Card (CAC). These organizational changes will take a variety of timeframe's to accomplish. However, the requirement to do business in a secure environment will only increase in the next decade.

The ability of our network environment to accomplish routine and specialized business tasks has added a tremendous level of flexibility and complexity to our business operating elements. Our customer base includes citizen soldiers, commanders, commercial vendors and other governmental agencies. Each interface requires making an explicit decision concerning access and trust. Currently, our systems and networks are not configured to support the rapid identification required to maximize access and throughput to meet our customer's requirements.

Phase I will require a complete analysis of the environment listing all applications, customer access matrix and environmental capabilities. Phase II will require a projection overtime of the system re-constructions and re-engineering efforts to implement software and hardware modifications. This will produce a resource requirements document. Phase III will project fiscal requirements and propose implementation timelines. Phase IV will include final system modifications and priority sequence to meet the organizational requirements. Phase V will consist at a continuous review to ensure statutory and organizational compliance.

#### **1.3.d. Expansion in Simulation Capability and Use (Performance Measures)**

- Complete technology requirements review and feasibility analysis by October 2005
- Present technology proposal and cost estimates to National Guard Bureau (NGB) [complete as of February 2001]
- Complete congressional initiatives & plan by July 2001
- Complete site survey and building requirements by July 2001
- Complete TADSS alignment and fielding by August 2001
- Conduct review of TADSS innovations annually
- Provide review to Adjutant General's Advisory Group annual

Innovative advances in Training Aids, Devices, Simulators, and Simulations (TADSS) devices provide the uniformed services competitive, cost-efficient methods to train using combinations of constructive, virtual, and live simulation environments augmented by scenario actuated events. These advances in technology build upon legacy systems located on military installations but now it is technically feasible and cost effective to place them at regional training sites, as is the Wendell H. Ford Regional Training Center (WHFRTC). Acquisition of specific technology and accompanying infrastructure will provide the KyARNG the most modern, state-of-the-art, simulation-training devices available. This will lead to a better-trained force while gaining back training time and expense previously used in travel to distant training simulation facilities. This initiative is 100% federally funded.

**Phases I and II** of this initiative will build the necessary buildings at WHFRTC to house and support the simulation devices and the communications requirements that will link the simulators to other simulation facilities, classrooms, field environments as well as the Army battle labs.

**Phase III** implements the JANUS (simulation software) constructive simulation training suite into the phase one building.

**Phase IV** begins the acquisition of targeted technologies specific to the force structure, missions, tactical equipment, and personnel qualification requirements of the KyARNG. Those TADSS are, in order of priority: SIMNET Re-host, D-FIRST, A-FIST, and EST 2000.

**Phase V** begins the installation of the follow-on TADSS and implementation of the relevant training programs.

Maneuver training is a requirement for all Army combat formations. However, due to constrained funding, combat units must rely heavily on virtual or constructive maneuver training and simulations to fulfill mission essential tasks. ARNG soldiers travel hundreds of miles and many hours to reach Army Installations. The ARNG has tested low cost PC based upgrades to acquire and modernize these systems while maintaining low life cycle sustainment costs. This ARNG unique solution provides adequate, high fidelity, affordable and available training for ARNG units while reducing cost and travel time.

Phases I and II of this initiative will span twenty-four months. Phase III requires no additional time except to install the sixteen suites JANUS set. Phases IV and V are dependent upon congressional funding and distribution plans promulgated from Army agencies. The estimated timeline for phase I through V completion is five years beginning in 2001. As the technology changes we hope to be able to capitalize on future opportunities.

### **1.3.e. Planning and Implementation of Department wide GIS Solution (Performance Measures)**

- Full Time Manning (FTM) authorizations in place by the end of FY 02
- Architectural infrastructure in place by the end of 2003

### **1.3.f. Creation and implementation of a Department Knowledge Management Plan (Performance Measures)**

- Finalize data modeling by November 2002

- Expanded enterprise information management model (Geographic Information Systems (GIS) Data, Operational Data, Unit Performance Review, Logistics Performance Review, Information Technology Solutions) completed by December 2002
- Leadership and Management requirements prioritization complete by February 2003
- Internal systems training for object oriented systems development complete by March 2003
- Expert systems capture and deployment plan complete by May 2002
- Development and Deployment Briefing complete by June 2002
- Preliminary systems construct complete by December 2002
- Systems testing and evaluation complete by June 2003
- Implementation and review ongoing

This long-range initiative is specifically focused on meeting the goals of the Information Management Mission Area. When complete, Information will be available in any format required to support the decision-making process and to improve the operational requirements throughout the organization. The overarching goal is to relate data into Information and Information into usable knowledge modules. To accomplish this goal we will build off of the Enterprise information management system to uniquely link Information and data contained in organizational Data Warehouses. Specific attention will be given to maximizing the use of lessons learned and linking operational data to provide projection and statistical analysis for executive level management decision-making.

Embedded in this initiative are design constructs to support the full integration of Artificial Intelligence Systems and Expert Systems based on leadership and management styles. Access to these new forms of support systems will be provided utilizing web-based mapping and access tools.

Knowledge management is currently a time intensive effort based on the experience and efforts of singular area specific experts. Systems and resources have not been directed to maximize or capture the historical knowledge of subject matter experts. Systems and databases are not integrated; therefore little cross-fertilization between systems in support of management goals is possible. The initial steps to integrate databases against a common data management model are complete. At this point, we are beginning to link disparate data sets using a common linkage model. However, no system exists to begin to capture the expert data set. This is the challenge for the future.

It is difficult to project a completion timeframe for this initiative. While working has begun to link data, models and modeling tools to support the generation of applications is not mature. However, the department has begun to take steps to generate object-oriented solutions and map of those in the long-term objectives in support the decision-making and executive leadership. Overtime we'll see an increase in our ability to better support the projection of requirements based on leadership style and organizational trend analysis. Phase I will include the continuation of data mapping and organizational subset linkage. Phase II will address the organizational requirements in prioritization and solutions set generation. Phase III will address the ongoing training and review of critical staff and object-oriented data modeling and expert system generation. Phase IV will include the deployment and training of the organizational leadership in a reoccurring role.

### **1.3.g. Creation and implementation of a Departmental Document & Records Management Plan (Performance Measures)**

- Analysis of Existing documents and process output complete by March 2002
- Stake Holders meeting complete by December 2002
- Begin Requirements Document by November 2001
- Complete Requirements Document by February 2002
- Analysis and environmental scan for enterprise solutions complete by March 2002
- Implementation Plan complete by January 2003
- Implementation begins by March 2003

This initiative seeks to integrate all of the processes, documentation and records management activities covering the creation, dissemination, archiving and retrieval of official and routine organizational Information.

This initiative will supply all business elements with a standard and procedures required to ensure full integration and access to the corporate databases of record. Compliance with all federal and state regulatory guidelines is addressed. All forms of information to include electronic and legacy hardcopy Information are supported.

Only departmental security procedures and policies restrict customer access to departmental Information. This initiative is designed to open the corporate data warehouses to support streamlined access for all members internal and external to the organization. This will include the integration of other departments' requirements for access to our data stores.

Over time the department's means for storing official information has become decentralized and inefficient. We have implemented a variety of tools that have failed to adequately address the requirements. At this point, our information stores are fragmented and fail to address the primary needs of the customer. We require an enterprise solution that will integrate the various forms of information and formats required increasing the efficiency and effectiveness of the organization.

This initiative will be conducted in multiple phases requiring at least 36-48 months. It is currently estimated to take 48 months to bring all systems online. Phase I will include a full systems analysis, which will dictate the range of the solution. Phase II will look at the integration of state and federal requirements and fiscal resources to develop an implementation plan. Phase III will address the systems and training requirements to maximize the investment.

### **1.3.h. Creation and implementation of a DMA Statewide Emergency Communications Plan (Performance Measures)**

- Complete executive branch awareness plan by July 2002
- Begin implementation of awareness plan by September 2002
- Begin industry survey of capabilities by October 2002
- Complete industry capabilities survey by March 2003
- Complete statement of work by July 2003
- Begin contracting by August 2003 and complete by December 2003
- Begin implementation plan by January 2004 and complete by April 2004
- Conduct implementation review beginning in May 2004 and to be complete by December 2006

This initiative is to ensure communications in a variety of forms is available to support the operational requirements of the department in emergency operations. The heart of this initiative is the upgrade of the department's analog VHF (very high frequency) radio networks to the federally mandated narrow-band digital capability. Accompanying this element of the initiative is the need to establish satellite up-link capability for voice, video and data and the need to address communications breaks across the commonwealth where cellular and radio signals currently fail.

The need for a wide range of inter-departmental communications is inherent within the Department of Military Affairs. The Department's Emergency Management Division is the primary agency responsible for coordinating the Commonwealth's response to emergency situations and natural disasters. The Department must integrate the land and air response effort of the Army and Air National Guard. This effort will require the support of the executive branch led by the Chief Information Officer and the Governor's Office of Technology. The fiscal requirements of this initiative will outweigh those available to the department. An awareness program to educate the public and the legislature on the requirements to meet the narrow-band, digital conversion by 2008 or lose the exiting capabilities must accompany this initiative.

This initiative will take 72 months to complete. Phase I will include an aggressive awareness program to ensure the executive and legislative branches, along with other governmental agencies, are fully aware of the benefits and requirements of this plan. Phase II will include an industry search to ensure the appropriate technologies and capabilities are selected and used to construct the Statement of Work and supporting Requirements Study. Phase III will address the planning for implementation. Phase IV will address implementation and education.

#### **1.3.i. Regional Training Center Communications Plan (Performance Measures)**

- Technology Review Completed by July 2002
- Site Survey Requirements Document Completed by October 2002
- Site Survey Completed by March 2003
- Implementation to begin no later than September 2003

The Regional Training Center (RTC/WHFRTC) Communications Plan will fully modernize and expand all aspects of digital and radio communications at the Wendell Ford Regional Training Site in Greenville, Kentucky. This initiative builds upon the existing infrastructure while modernizing the capabilities to provide the site and the soldiers training there with the most up to date forms of tactical and sustaining base digital communications. This will include the ability to link to tactical and state operational networks from field locations, full network bandwidth with access to Army test and development battle labs and a full complement of cellular, satellite and radio up-link capabilities. Extended radio communications will support worldwide radio connectivity and expanded support for aviation command and control.

**Phase I** involves a complete technological review and site survey to determine the most effective application and formats for implementation. The result of this phase will be an implementation plan with specific contact and fiscal requirements. A detailed document outlining all of the required and desired technologies and capacities will form the bases for the rest of the initiative.

**Phase II** involves seeking additional specialized funding and support. This initiative will provide support to the federal and state governments and may cross-divisional and inter-departmental boundaries.

**Phase III** will address all of the installation of the various tactical networks and infrastructure. This will include internal and external facilities modifications.

The WHFRTC is the prime training site for the KYNG for tactical mounted and dismounted military units and for the training of the Command and Control aspects of war. This initiative seeks to emplace state of the art communications capabilities across the infrastructure tying the various elements together seamlessly. The use of digital communications and computer devices will be integrated directly into the sustaining base and operational elements of the facility.

This initiative will span 36 months. It will take approximately 12 months to complete the technological review and estimate process. We anticipate receiving federal funding during FY 2003 and accompanying State-funding beginning in July 2003. Construction and installation should begin in late summer 2003. Failure to make the required modernization at the training site will degrade training opportunities and significantly impact the site's ability to support modern command and control training.

#### **1.3.j. Facilities Operation (Performance Measures)**

- Respond to all non-emergency work orders (repair and maintenance request) within 30 days of approval
- Provide 100% accountability for state property valued at \$500 or more using Management and Reporting Systems (MARS)
- Provide 90% accountability for all other state property in departmental database
- Maintain 0 loss of life or property as a result of breaches in security

#### **1.3.k. Air Transport / Capital City Airport Operations (Performance Measures)**

- Provide fuel services and safe runway environment 365 days each year at Capital City Airport
- Ensure at least 80% availability of state aircraft fleet for state missions
- Ensure at least 80% pilot availability to complete requested state missions
- Plan 5% annual increase in fuel sales
- Maintain 99% lease rate of available aircraft tie down and hangar space

#### **1.3.l. Bluegrass Station Operations (Performance Measures)**

- Increase occupancy by 1.4 percent annually and maintain 95% occupancy by 2006
- Increase full time jobs by 100 annually to 1,850 by 2006
- Maintenance Services will acknowledge receipt and schedule appropriate resolution of tenant work orders within two working days
- Ensure 0% downtime for telecommunications services
- Ensure 0 Notices of violations of environmental regulations for facility and tenants operations
- Maintain 95% customer satisfaction with response and services
- Ensure 0 breaches in facility security

### **1.3.m. Kentucky Logistics Operations Center (Performance Measures)**

- National Guard Materiel Management Center (NGMMC) - Maintain 0.05% (one half of one percent) or less property loss annually verified by periodic and annual inventories
- NGMMC - Achieve 95% Customer Satisfaction reported by annual telephone survey and biannual written survey
- NGMMC - Maintain average orders ship time of 3.2 days or less
- Central Clothing Distribution Facility (CCDF) - Ensure 99% of priority orders are shipped day after receipt
- CCDF - Ensure 96% of routine orders shipped within 7 days of receipt
- CCDF - Ensure 96% of customers satisfied with order accuracy
- CCDF - Maintain 96% pick rate accuracy via quality control monitoring
- CCDF - Maintain shrink loss at less than 2%

### **1.4. Public Safety & Public Service (Objective)**

#### **1.4.a. Kentucky National Guard State Active Duty Emergency Response (Performance Measures)**

- Deploy NG assessment team to incident/emergency site within 6 hours anywhere in the state.
- Deploy soldiers and equipment in force as required to the incident/emergency site within 12 hours anywhere in the state.

#### **1.4.b. Emergency Management: Mitigation, Response, Preparedness and Recovery (Performance Measures)**

- Reduce average statewide damage claims by 25% over 5 years
- Decrease repetitive losses by 30% over 5 years
- Coordinate an effective and timely response to disasters and emergencies
- Ensure that required state agencies and all counties can respond effectively to emergencies and disasters
- Restore basic community services and meet critical individual needs in a timely and effective manner.

#### **1.4.c. Kentucky Community Crisis Response Board Capabilities (Performance Measures)**

The Kentucky Community Crisis Response Board is mandated by Kentucky Revised Statute 36.255 to recruit, train and certify volunteer members of Crisis Response Teams who are deployed to provide crisis intervention services to mitigate the immediate and long-term effects of trauma and disaster on individuals, community groups and response personnel.

- Teams are available and respond to critical incidents, crisis and disasters within 24 hours of a request for services anywhere in the state 95% of the time.
- Biannually provide Basic Critical Incident Stress Management (CISM): Group Crisis Interventions and CISM: Individual Crisis Intervention and Peer Support in a minimum of 6 regional locations.
- Recruit, train and retain 30 first responder (fire, emergency medical services, law enforcement, etc.) team volunteers to respond in eastern and western Kentucky by 2006.

#### **1.4.d. Statewide Terrorism Response Plan (Performance Measures)**

- Complete a Statewide Needs and Risk Assessment by April 2002
- Review and Update Terrorism Annex of the State Emergency Operations Plan complete by November 2002
- Integrate NG Civil Support Team into response plan by July 2002
- Submit request for additional EM positions required to manage WMD training and equipment program by April 2002
- Develop first responder equipment and training plan by September 2002
- Implement statewide equipment and training plan for first responders begin no later than October 2002 and complete by December 2003

The Statewide Terrorism Response Plan will address the concerns identified in Presidential Decision Directive (PDD) 39 and will meet the requirements of Annex AA of the Kentucky Emergency Operations Plan (KyEOP). This initiative will be comprehensive in nature and will address the Preparedness, Response and Recovery phases of a WMD event. It builds upon existing efforts and resources. The plan will identify statewide risks, assess needs associated with the risks and develop a training and equipment procurement program.

**Phase I** involves conducting a comprehensive statewide Needs and Risk Assessment. This phase is currently in progress and should be completed by April 2002. The University of Kentucky is conducting the assessment.

**Phase II** involves the analysis of the Needs and Risk Data. It includes the identification of all staffing and equipment requirements. It also includes the identification of the training needs of first responders.

**Phase III** involves developing and implementing a staffing and equipment procurement plan. It also involves developing and implementing a training program for first responders.

PDD 39 directs that four steps be taken to combat domestic terrorism. They are: 1) reduce vulnerabilities, 2) deter terrorism by maintaining clear public position, 3) respond rapidly and decisively to terrorism and 4) develop capabilities to detect, prevent, defeat and manage the consequences of a WMD event. The KyEOP assigns the responsibility for coordinating the Commonwealth's WMD response to the Division of Emergency Management (KyEM). It also designates KyEM as the coordinating agency in the Preparedness and Recovery phases of a WMD event.

This initiative will span 34 months. The completion of the Needs and Risk Assessment is the first major milestone and is a prerequisite for other processes. The operational status of the Civil Support Team is contingent upon receiving required equipment. Funding to support the cost of most equipment and training will come from the Department of Justice, Office of State and Local Domestic Preparedness Support.

However, US Department of Justice (DOJ) funding cannot be used to hire three (3) employees required to manage this new program. An estimated \$150,000 in annual general fund dollars is required to support personnel and operating costs.

#### **1.4.e. Youth Challenge (Performance Measures)**

- Increase residential phase graduation rates to 70% of enrollees by 2006



- Increase the residential program graduates successfully transitioning into gainful employment, military service or higher education and maintaining it throughout the one-year follow on, post residential phase to 90%

The primary goal of the 22 week residential phase of the Challenge Program is to provide a military-style education and training intervention program for 16-18 year old high school dropouts that is geared toward positive holistic changes in these individuals that will enable them to become productive members of society, rather than remaining on a path toward social dependence and/or involvement in the criminal justice system. A satisfactory level will be reached when the program can accommodate at least 600 per class/1200 per year of Kentucky's high school dropouts. Even altering the paths of 10% of the annual dropout population will have a positive social and economic impact, versus the cost of social programs and incarceration for that same population.

The residential program, utilizing prescribed hours of training in basic education, citizenship, life skills, job skills, physical training/exercise, community service, leadership/followership, and health/hygiene; produces a motivated, educated, well-rounded youth on his/her way to becoming a productive member of society.

The primary purpose of the twelve-month post-residential phase is to monitor the activities of each residential program graduate through monthly reports from the graduate's mentors and to issue stipend payments to those who are employed, in continuing education and/or in military service. The goal of the program is that each residential program graduate remains on a path toward success (employed, continuing education, in military) throughout the one-year post-residential phase.

At the end of the post-residential phase, residential program graduates are to be employed, in the military or continuing their education (college, vocational schools, adult education, etc.) and free from involvement in the criminal justice system if they are on the path to success.

#### **1.4.f. State Guard Mission Essential Response Team (Performance Measures)**

- Conduct detailed review of associated training costs, equipment needs and implementation costs
- Develop implementation plan with specific requirements by May 2002
- Begin implementation (recruiting, hiring, training and of the team members) funding and support by May 2002
- Complete mission transition from full time assets to the new entity complete by November 2002

Currently the Kentucky National Guard conducts over 350 State Active Duty missions annually. The State Guard Mission Essential Response Team will help meet the high operational tempo requirements that are a daily part of service in the Kentucky National Guard. This highly skilled and trained team of personnel would provide individuals ready to facilitate all military funeral requests as mandated by law, perform ceremonial color guards, parades, inaugurals, special ceremonies across the state and be available for other high profile special events as deemed appropriate by The Adjutant General. This would eliminate the need to divert full time personnel from their normal duties across the state and at local armories to perform

these functions. This would allow our current full time force to focus entirely on their federal “go to war” mission. Additionally, this team will be used as a National Guard first response team to perform initial assessment of disaster and emergencies to determine additional Guard resources required and they will man Guard desks at the State Emergency Operations Center to field requests for assistance.

**Phase I** involves a review of costs to determine the most effective application and formats for implementation. The result of this phase will be an implementation plan with specific contact and fiscal requirements. A detailed document outlining all associated training costs, equipment needs and implementation costs.

**Phase II** involves seeking out the individuals, hiring, training and implementation of the team into the community sector as well as funding and support.

**Phase III** would be the mission hand over from current units across the state and the new entity's execution of assigned missions.

**Phase IV** would be an ongoing hiring, training and execution process, ultimately dividing the state into sectors and assigning mission based on sectors of the state.

The protection of life, property, and the maintenance of law and order within the borders of the Commonwealth of Kentucky, are the primary responsibilities of civil authorities. The Kentucky Army and Air National Guard provide military assistance to state and local government agencies in disaster relief, protection of life & property, the maintenance of law & order, and countering terrorism. The Kentucky National Guard is employed only after all local and state resources have been fully utilized or when the situation is beyond the capabilities of the local and state civil authorities. Kentucky National Guard assistance will be provided in support of civil authorities, not to replace civil authority.

#### **1.4.g. Counter-drug Institute Established (Performance Measures)**

- Concept Review complete no later than October 2002
- Proposal Approval complete no later than December 2004
- Curriculum developed and approved by all state-supported colleges and universities by December 31, 2004.
- Facilities and financing identified, requested, and confirmed by December 31, 2005.
- Advertising to target audience will begin no later than June 30, 2006.
- Enrollment and first class begin training fall semester 2006
- Review and adjustments for future year course offerings executed and confirmed annually not later than March 31.
- Funding and final schedules will be confirmed not later than May 31.

Establish a Regional Counter-drug Training Academy to provide instruction and hands-on training to law enforcement officers, military personnel, and civilians that conduct or support counter-drug operations and or drug demand reduction activities. The regional counter-drug training academy would provide, "street and field level", and case-making supply reduction and demand reduction skills to counter-drug personnel from the Midwest governor's region and or southeast governor's region. In addition, establishing the regional academy in Kentucky is in keeping with the governor's economic development initiative. Finally, the Counter-drug Training

Academy would partner with state-supported colleges and universities to provide a broader and more diverse curriculum to Criminal Justice and Law Enforcement students.

In keeping with the theme of "Education Pays" and economic development within the Commonwealth of Kentucky, the Kentucky National Guard partners with State supported colleges and universities in order to provide current, hands-on, low-cost and comprehensive training programs to Drug Law Enforcement Personnel and Community Based Organizations. This initiative will facilitate the training of on-board Federal, State, and Local law enforcement and prevention agency personnel that conduct counter-drug operations. In addition, the academy will enable a greater number of Kentuckians to receive specialized training, therefore, enhancing the ability, knowledge, and skills of citizens throughout the Commonwealth. Finally, the academy would require constant monitoring and research concerning the latest trends, techniques, and developments in order to provide a consistent comprehensive training program to all law enforcement and demand reduction personnel.

This initiative will begin in October 1, 2006. The curriculum will be developed and approved by all state-supported colleges and universities by December 31, 2004. The facilities and financing will be identified, requested, and confirmed by December 31, 2005. Advertising to include course offerings, instructors, and participating agencies will be communicated to target audience no later than June 30, 2006. Review and adjustments for future year course offerings will be executed and or confirmed annually not later than March 31. Funding and final schedules will be confirmed not later than May 31.

#### **1.4.h. Kentucky Counter Drug Aviation Training Site (KYCATS) (Performance Measures)**

- Concept Review complete no later than December 2002
- Proposal Approval complete no later than January 2003
- Army Aviation Operating Facility (AAOF) Design Development complete no later than July 2003
- London & WHFRTC Site Surveys complete no later than July 2003
- Proposal to London Airport Board / CAP complete no later than July 2003
- Financing Plan and Options complete no later than September 2003
- Financing Decision complete no later than September 2003
- Legal Review/ Contract Bids complete no later than January 2004
- Begin Construction no later than April 2004
- Coordination Meetings w Associate Agencies complete no later than April 2004
- Construction Acceptance Inspection no later than May 2004
- AAOF Furnishing & Equipment Transfer complete no later than June 2004
- Occupy AAOF & Begin CD Operations no later than July 2004
- NGB & Associate Agencies Orientation of KYCATS no later than September 2004
- Announce KYCATS Formal School October 2004
- Begin Formal KYCATS Training no later than May 2005

To develop a Counter-drug Aviation Training Center in order to take advantage of Kentucky's national reputation as a leader in counter-drug aviation operations and the Appalachian High Intensity Drug Trafficking Area (HIDTA) located in Eastern Kentucky. In

addition, the Eastern Kentucky University Criminal Justice Training Center located in Richmond, KY has a nationally recognized Law Enforcement Training Center that brings law enforcement officers from all over the nation for basic and graduate level training. The Kentucky National Guard also has a training facility at the Wendell Ford Center in Greenville, Kentucky that has the facilities to conduct academic training and provide lodging for large student populations. Combining these resources and developing additional Army Aviation Operating Facilities (AAOFs) in Greenville and London gives us an opportunity to develop a Kentucky Counter-drug Aviation Training Site (KYCATS) that would be a unique national resource in the war on drugs for training National Guard personnel and Law Enforcement Officers. This facility would primarily focus on aviation capabilities much like the training centers at the Western Army Aviation Site (WAATS) at Marana, AZ and the Eastern Army Aviation Site (EAATS) at FT Indiantown Gap, PA. The focus will be on marijuana detection and eradication techniques as well as other counter-drug and aviation law enforcement operational skills. This initiative requires the construction of an Army Aviation Operating Facility (AAOF) in Greenville and London, KY. It also expands the aviation infrastructure for the National Guard and the State of Kentucky and promotes additional economic development and job opportunities in Eastern and Western Kentucky.

Kentucky began joint counter-drug aviation operations involving the National Guard and state and federal law enforcement officers (LEOs) in 1987. Since then the counter-drug task force has continued to develop and perfect counter-drug aviation techniques and training programs for National Guard Aircrews and LEOs. Over the years many other states have sent LEOs and National Guard crewmembers to Kentucky to receive training in counter-drug operations and eradication techniques. Kentucky is one of the few states in the nation with a Counter-drug Aviation Program approved by the National Guard Bureau and is the only state in the nation with a UH-60 Counter-drug Aircrew Training Program approved by the US Army Directorate of Evaluation and Standardization (DES). In addition, Kentucky receives federal funding for counter-drug operations because of the Appalachian HIDTA located in Eastern Kentucky. These unique training programs, coupled with the facilities already in place and the only marijuana HIDTA in the nation, provides Kentucky with a unique opportunity to develop institutional programs to support drug demand reduction efforts and promote economic development in these regions.

This initiative will require 5 years to mature with incremental development along the way. Phase I involves site surveys and AAOF design development and approval during FY 02. Phase II would begin with construction of an AAOF in London, KY and Greenville, KY. Construction would begin FY 03 and be completed by FY 04. Phase III would consist of staffing and equipping the two AAOFs in order to support training as required in FY 04. National Guard Bureau would begin scheduling National Guard personnel and LEOs for training in FY 05. KYCATS will become fully operational in May 2005.

#### **1.4.i. Drug Demand Reduction Program (Performance Measures)**

- Screening and selection process for current full-time counter drug soldiers for drug demand reduction missions begins by October 2002 and complete by September 2006
- New full-time personnel hiring begins by October 2002 and completed by September 2006
- Begin curriculum development no later than October 2002

- Conduct Instructor Training Courses to begin no later than December 2002
- Coalition Development to begin no later than December 2002
- Work with Youth Groups to begin no later than October 2002
- Work with Community Based Organizations to begin no later than October 2002
- Work with Education Institutions to begin no later than October 2002
- Liaison Activities with School Boards and K-12 Institutions to begin no later than October 2002

In conjunction with the Governor's initiative to increase the standard of living for Kentuckians and in keeping with the theme of education pays, the Kentucky National Guard develops capability to provide drug demand reduction support to all Kentucky communities that request drug demand reduction assistance by 2006. Drug demand reduction support entails organizing National Guard resources, members, and their families in support of drug abuse prevention programs in all Kentucky communities. This includes providing support to community based activities primarily designed to educate, train, or otherwise prevent drug abuse among youth. Also, community based activities that focus on educational institutions, or have an educational institution as the primary sponsor, and are primarily designed to educate, train, or prevent drug abuse are included. In addition, providing information about drug abuse or drug abuse programs and Leadership Development are critical tenants included in drug demand reduction support. Finally, assistance in the development of functioning community based coalitions organized to reduce the illegal use of legitimate drugs and the use of illegal drugs is a critical inclusion of drug demand reduction support. Drug demand reduction support facilitates interdiction of drug abuse activities among the populace, therefore, enabling individual effort and public resources to be directly applied toward increasing the quality of life and general well being of all Kentucky citizens. By 2006 the Joint Support Operations will have twenty-seven soldiers dedicated to drug demand reduction activities. Each of these soldiers will execute drug demand reduction awareness, education, and prevention programs in all K-1 through K-12 State supported education institutions and work with regional prevention centers within an average of a five county area.

The Governor's Drug Demand Reduction initiative requires the Kentucky National Guard, in conjunction with law enforcement agencies and community based organizations, to conduct and support drug education and awareness activities, events, and programs. In addition, the initiative enables state government to provide a balanced and comprehensive approach in support of demand reduction, supply reduction, and treatment to all 120 counties in Kentucky. Finally, success in these efforts will enable resources to be reprogrammed and used for economic development and other programs designed to increase the standard of living for all Kentuckians.

The initiative adds twenty-five full-time personnel dedicated to providing drug demand reduction support to all 120 Kentucky Counties. The initiative entails hiring and training 13 new full-time personnel and cross training 12 current on-board full-time personnel. The Federal funding required includes hiring 4 personnel in 2002, 3 in 2003, 2 in 2004, 2 in 2005, and 2 in 2006 for a total of 13 new hires by 2006. In addition, the cost figure provides for cross training of 12 personnel and training of new personnel in drug demand reduction activities. If a greater number of soldiers can be cross-trained and shifted from other sections to drug demand reduction, the cost of hiring new soldiers will diminish and a lessor cost figure will actually be realized. Finally, the end result will produce 27 full-time soldiers dedicated to providing drug

demand reduction support to 120 Kentucky counties for a total cost of \$2,670,000.00 spread over a five-year period.

**1.4.j. Regional / National Crisis Response Mission Initiative (Performance Measures)**

- Mission Review/ Development complete by July 2002
- Mission Proposal made by August 2002
- Mission Proposal Approval by September 2002
- Financing Plan / Options / Decision complete by November 2002
- Mission Proposal Submission to major commands complete no later than April 2003
- Implementation Requirements Document complete no later than July 2003
- Implementation complete by January 2004

A unique crisis response opportunity exists within the state of Kentucky. Specifically the Air National Guard (ANG) C-130 aircraft, ANG Special Tactics Squadron (STS), Army National Guard (ARNG) aircraft (both rotary and fixed wing), Weapons of Mass Destruction Civil Support Teams (WMD/CST), and state Emergency Management (EM) capabilities can be developed into a rapid response force both state and federal crisis. Rapidly deployable small team reconnaissance packages with real-time satellite communications links built around specialist from STS, WMD/CST, and EM and initially deployed by ARNG or ANG aircraft could be developed. These teams would be suited for first call duty in emergency situations and would enhance real time command and control for both state and federal responses. This initiative builds upon the existing infrastructure of both state and federal agencies and would require little start up costs. Nowhere in the nation are there more in-state resources that only need to be formalized under a crisis response mission format and commissioned to validate the concept for a National Crisis Response Mission. Development of this mission would create an excellent opportunity for the establishment of an Aeromedical Evacuation Squadron at the 123d Airlift Wing (AW). Once fully operational, this mission response capability would be available for national relief efforts either regionally or across the United States.

**Phase I** involves the formal review of all ANG, ARNG, and EM capabilities, which could share in this unique development of a “new mission”. The result of this phase would provide the base line for forming an implementation plan with specific courses of action and a funding projection. A detailed document outlining capabilities and advantages would be developed to use in presenting the concept to both state and federal leadership.

**Phase II** involves the blending together of the current resources and developing the cost estimate for any specialized equipment or support.

**Phase III** would bring all the components to a start-up operational status and begin the process of becoming fully operational. It would also explore the adding of 4 additional C-130 aircraft to allow the 123 AW to meet both federal and regional tasking simultaneously.

In recent years the United States has seen a number of disasters, both natural and manmade, that would benefit from this initiative for a crisis response mission. In the wake of regional disasters such as hurricanes, earthquakes, flooding, and terrorist bombings the time is ripe for the blending of both federal and state assets to create enhanced response capabilities. This mission would provide a spectrum of capabilities from initial intelligence gathering and damage assessments to a preplanned, pre-positioned, and coordinated relief effort. It would be

capable of linking up rapidly with Disaster Control Groups, Federal Emergency Management Agency representatives, and local and national rescue/emergency services functions. Bringing all the diverse functions under one mission concept would allow for training and exercise simulations that would enhance the synergy of these currently independent agencies into “one team.” Centralized operations plans and checklist would be developed in advance of an incident and would speed reaction time by predetermining response capabilities for both federal and state disasters.

This initiative will require 36 months to bring to an operational status. The addition of an Aeromedical Evacuation unit could take longer than 36 months. The addition of 4 more C-130 aircraft would most certainly be outside the 36-month window. The blending of current capabilities could start within 12 months and a limited response capability would result from this unification of resources.

## **1.5. Employee / Member Education & Training (Objective)**

### **1.5.a. Individual Members Military Skills Proficiency (Performance Measures)**

- Army NG - Increase number of members qualified in their Army Military Occupational Specialties (MOS) commiserate with unit's assigned Authorized Level of Organization (ALO)
- Air NG 90% trained

### **1.5.b. Equipment Readiness Level (Performance Measures)**

- Army Aviation - Maintain 85% of assigned aircraft as Fully Mission Capable
- Logistics - Increase the Equipment on Hand (EOH) readiness levels of the Kentucky Army National Guard in accordance with Army Regulation 220-1 by 20% per year based on Managed Levels of Readiness (MLR), Force Activity Designators (FAD) and Latest Arrival Dates (LAD)
- Surface Equipment - Achieve and maintain 90% operation readiness rating on all reportable items
- Air NG 75% C-130 mission capable (set by NGB)

### **1.5.c. Military Schools Participation Level (Performance Measures)**

- Increase Officer Candidate School Graduation to at least 40 per year
- Army NG - Increase statewide average MOS qualification level through military schools by 2% annually to 85%

### **1.5.d. Technology Training (Performance Measures)**

- 75% of full time force successfully completed intermediate technology skills training by 2006
- 50% of M-Day force successfully completed basic technology skills training by 2006
- 15% of M-Day force successfully completed intermediate technology skills training by 2006

### **1.5.e. Safety training and awareness (Performance Measures)**

- Reduce accident rate by 25% by 2006

#### **1.5.f. Higher Education Attainment (Performance Measures)**

- Tuition Assistance Program provides 100% of approved applicants full funding at the requested level every semester by 2006
- Increase the number of Guard members seeking a higher education by 5% annually,
- Increase the number of Guard Members that have educational career plans by 5% annually
- Increase the number of Guard members holding post-secondary degrees by 5% annually to a level of 50% by 2006.

#### **1.5.g. Mobilization Planning (Performance Measures)**

- Increase by 2% each year to 90% the number of units in compliance with Command Readiness Evaluation (CRE) evaluated requirements including plans for mobilization from Home State to Mobilization Station per Army Forces Command (FORSCOM) Regulation 500-3-3

#### **1.6. Public Awareness (Objective)**

The Kentucky National Guard has always maintained a positive image with the citizens of Kentucky. However, the general good will toward the Guard and membership in the Guard could significantly be enhanced with efforts to make community leaders and citizens more aware of the Guard's mission and capabilities as well as the benefits of membership.

This could potentially impact a host of issues such as: Recruiting and Retention; Employer Support of the Guard and Reserve; support for stationing changes in the local community and construction or renovation projects that may impact the local community.

#### **1.6.a. Adjutant General's Advisory Group (Performance Measures)**

- Draft and approve essential mission, roles and responsibilities documents no later than July 2002
- Announcement and appointment of membership complete by August 2002
- Organizational meeting held no later than September 2002
- Department wide survey of internal and external communications needs complete no later than December 2002
- Action Plans formulated to address identified issues no later than April 2003
- Action Plans approved and tasked by Adjutant General no later than May 2003
- Complete organizational strength, weakness, opportunities and threats (SWOT) assessment no later than October 2003 (Annual thereafter)
- Management of biannual update of Strategic Plan
- Compile annual assessment of unit status and armory suitability for current and future missions

Creation of Adjutant General's Advisory Group to identify, create solutions to and manage solutions to public awareness issues as well as annual assessment and report to the Adjutant General on the organizational strengths, weaknesses, opportunities and threats and a



plan to address any issues identified. The Advisory Group will act as a clearinghouse for information both within and outside of the organization

The committee will be comprised of the leadership of the state agency divisions, the Army and Air National Guard Directorates and Brigade level and higher commanders and other stakeholders as necessary and appropriate. The group will meet at least quarterly to consider strategic planning issues and to offer input on matters to be made part of the Department's awareness efforts.

The committee will be asked to routinely look to the future and assess organizational weaknesses, opportunities and threats as well as devise action plans accordingly. They will also be asked to study new ideas and program expansions such as the costs, needs and feasibility of expanding Youth ChalleNGe program to other locations across the state. The committee will be responsible for advisory and performance tasks for the Department's awareness program.

The awareness program will identify issues and strategies to make the public more aware of the mission of the Department and the Kentucky National Guard. Examples may include such things as recruiting and retention of Guard members. The committee will devise an ongoing strategy to inform community leaders of the mission and capabilities of the Kentucky Guard. Individuals in leadership positions in the community such as mayors, county judge executives as well as state and federal legislators would receive regular informational updates on the current status of the Guard and any ongoing projects or plans that would require their input, action or support.

The Adjutant General would make appointments to the committee and have the first meeting within 90 days of submission of this Strategic Plan. The committee would produce a working document that would identify and offer solutions to awareness issues as well as an assessment of organizational weaknesses, opportunities and threats within 1 year with an annual assessment each year thereafter. The committee would meet quarterly with a major task of updating the Department's Strategic Plan on a biannual basis.